

Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Thursday, December 13, 2018 at the hour of 8:30 A.M. at 1950 W. Polk Street, in Conference Room 5301, Chicago, Illinois.

I. Attendance/Call to Order

Chair Richardson-Lowry called the meeting to order.

Present: Chair Mary B. Richardson Lowry and Directors Mary Driscoll, RN, MPH and Sidney A. Thomas, MSW (3)

Board Chair M. Hill Hammock (ex-officio)

Absent: None (0)

Additional attendees and/or presenters were:

Orlando Brown – Cook County Bureau of Human Resources

Jeff McCutchan –General Counsel

Barbara Pryor –Chief Human Resources Officer

Deborah Santana – Secretary to the Board

John Jay Shannon, MD – Chief Executive Officer

Wayne Wright – Director of Organizational Development and Training

The next meeting of the Committee will be held on Tuesday, February 19, 2019 at 9:00 A.M.

II. Public Speakers

Chair Richardson-Lowry asked the Secretary to call upon the registered public speakers.

The Secretary responded that there were none present.

III. Action Items

A. Minutes of the Human Resources Committee Meeting of October 18, 2018

Director Thomas, seconded by Chair Richardson-Lowry, moved to accept the minutes of the meeting of the Human Resources Committee of October 18, 2018. THE MOTION CARRIED UNANIMOUSLY.

B. Any items listed under Sections III and V

IV. Report from Chief Human Resources Officer (Attachment #1)

Barbara Pryor, Chief Human Resources Officer, reviewed her report, which included information on the following subjects:

IV. Report from Chief Human Resources Officer (continued)

Impact 2020-Cook County Health (CCH) HR Strategies

- Focus Area 1: Deliver High Quality Care
Highlighted Tactic: 1.5 – Develop cultural competency of workforce
- Focus Area 3: Foster Fiscal Stewardship
Highlighted Tactic: 3.3(b) – Leverage other information technology initiatives such as County-wide Enterprise Resource Planning (ERP) implementation
- Focus Area 4: Invest in Resources
Highlighted Tactic: 4.2(d) – Perform annual performance evaluations

Metrics - CCH 2018 HR Strategies

- Improve / Reduce Average Time to Hire
- HR Activity Report – Open Vacancies
- Hiring Snapshot

Wayne Wright, Director of Organizational Development and Training, provided additional information on the subject of annual performance evaluations. These will be done each year for each employee between October and December. Chair Richardson-Lowry stated that, in her experience, in an organization this size, she has found that doing them in a specific period of time is better than doing them on each employee's hiring date anniversary, particularly in light of the fact that there is a cultural shift that is happening in the organization. She added that it might be helpful to do a comparative analysis of what other large comparable institutions are doing in that regard.

During the discussion of the information contained in the Hiring Snapshot, Director Driscoll stated that in previous reports, metrics regarding nursing vacancies and nursing filled positions have been included; she inquired whether this information can be provided. Board Chair Hammock requested that those metrics regarding vacancies filled in the Finance Department also be included in that information. Ms. Pryor responded that she will provide an update with that information after the meeting.

During the discussion of separations of employees relating to retirements, Chair Richardson-Lowry inquired whether a notice period has been formalized for departures. Ms. Pryor responded that, for the majority of the employees, that would need to be negotiated with the labor unions.

V. Closed Meeting Items

A. Report from Chief Human Resources Officer

B. Discussion of personnel matters

C. Update on labor negotiations

D. Discussion of litigation matters

E. Proposed Collective Bargaining Agreements with:

- The International Union of Operating Engineers, Local 399, representing operating engineers County-wide
- The Cook County Pharmacy Association, Chicago Joint Board, Retail, Wholesale and Department Store Union (RWDSU), Local 200, representing pharmacists and pharmacy technicians
- RWDSU, Local 200, representing administrative staff

V. Closed Meeting Items (continued)

Director Thomas, seconded by Director Driscoll, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding “the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity,” 5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees,” and 5 ILCS 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting.”

On the motion to recess the open meeting and convene into a closed meeting, a roll call was taken, the votes of yeas and nays being as follows:

Yeas: Chair Richardson-Lowry and Directors Driscoll and Thomas (3)

Nays: None (0)

Absent: None (0)

THE MOTION CARRIED UNANIMOUSLY and the Committee recessed into a closed meeting.

Chair Richardson-Lowry declared that the closed meeting was adjourned. The Committee reconvened into the open meeting.

Director Driscoll, seconded by Director Thomas, moved to approve the proposed Collective Bargaining Agreements with the following:

- The International Union of Operating Engineers, Local 399, representing operating engineers County-wide;
- RWDSU, Local 200, representing pharmacists and pharmacy technicians; and
- RWDSU, Local 200, representing administrative staff

THE MOTION CARRIED UNANIMOUSLY.

VI. Adjourn

As the agenda was exhausted, Chair Richardson-Lowry declared the meeting ADJOURNED.

Respectfully submitted,
Human Resources Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Mary B. Richardson-Lowry, Chair

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

Requests/Follow-up:

- Follow-up: Suggestion made regarding doing a comparative analysis on comparable institutions pertaining to the timing of their annual employee performance evaluations. Page 2
- Follow-up: Request for information to be provided on nurse vacancies, and vacancies filled in nursing positions and in the Finance Department. Page 2

Cook County Health and Hospitals System
Human Resources Committee Meeting
Thursday, December 13, 2018

ATTACHMENT #1

COOK COUNTY HEALTH

Human Resources Committee

Barbara Pryor
Chief Human Resources Officer
December 13, 2018



Human Resources Strategic Plan Focus Areas

Impact 2020 – CCH HR Strategies

Focus Area 1: Deliver High Quality Care

Principals Impacted:



Improve Health Equity



Provide High Quality, Safe Care



Develop the Workforce

Objective

1.5 - CCH will work to ensure that patients receive Culturally and Linguistically Appropriate Services (CLAS) through effective, understandable and respectful care, provided in a manner compatible with cultural health beliefs and practices and preferred language.

Highlighted Tactic	Measurements/Milestones	Goal	Status
1.5 Develop cultural competency of workforce	Conduct annual employee training.	1 st QTR 2017 to 1 st QTR 2018	1 st QTR 2018 to <i>3rd QTR 2019</i> Adjusted Goal



Impact 2020 – CCH HR Strategies

1.5 (d) Develop cultural competency of workforce

Task Description	Task Status
Develop curriculum for CCH on Cultural Competency.	Completed
Develop Annual Education for the Learning Management System: <ul style="list-style-type: none">-Equity in Healthcare-Sexual Harassment-Unconscious Bias-Workplace Violence	Completed
Train employees on cultural competency <ul style="list-style-type: none">-Senior Leadership training 1st Qtr. 2018-Employees training 2nd Qtr. 2019	2 nd Qtr. 2019



Final Deliverable:
Curriculum for employee orientation and LMS

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COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

CCH Human Resources Committee | 12/13/2018

Impact 2020 – CCH HR Strategies

1.5 (d) Develop cultural competency of workforce

Task Description	Task Status
Review tracking of bi-lingual hires: -Create a unique identifier job code for job descriptions which require bi-lingual employees:	Completed

- In 2018, CCH has hired fifteen (15) bilingual clinical staff team members across the following titles:
 - Bilingual Patient Care Navigator
 - Clerk V – Bilingual
 - Medical Assistant – Bilingual
- There are approximately ten (10) positions in process:
 - Administrative Assistant III – Bilingual
 - Bilingual Patient Care Navigator
 - Clinical Nurse I – Bilingual
 - Medical Assistant – Bilingual
- Approximately thirty (30) additional titles are under review to establish new job codes.



Impact 2020 – CCH HR Strategies

Focus Area 3: Foster Fiscal Stewardship

Principals Impacted:



Maximize Financial Sustainability and Demonstrate Value

Objective

3.3 - Demonstrate fiscal responsibility with limited resources by controlling costs and maximizing efficiency.

Highlighted Tactic	Measurements/Milestones	Goal	Status
3.3 (b) Leverage other information technology initiatives such as Countywide Enterprise Resource Planning (ERP) implementation.	-Implement ERP – Human Resources	1 st QTR 2018 to 4 th QTR 2018	2 nd QTR 2018 to 4 th QTR 2018 Adjusted Goal ¹

¹The original implementation timeline of the Performance Evaluation module was delayed to coincide with the ERP implementation



Impact 2020 – CCH HR Strategies

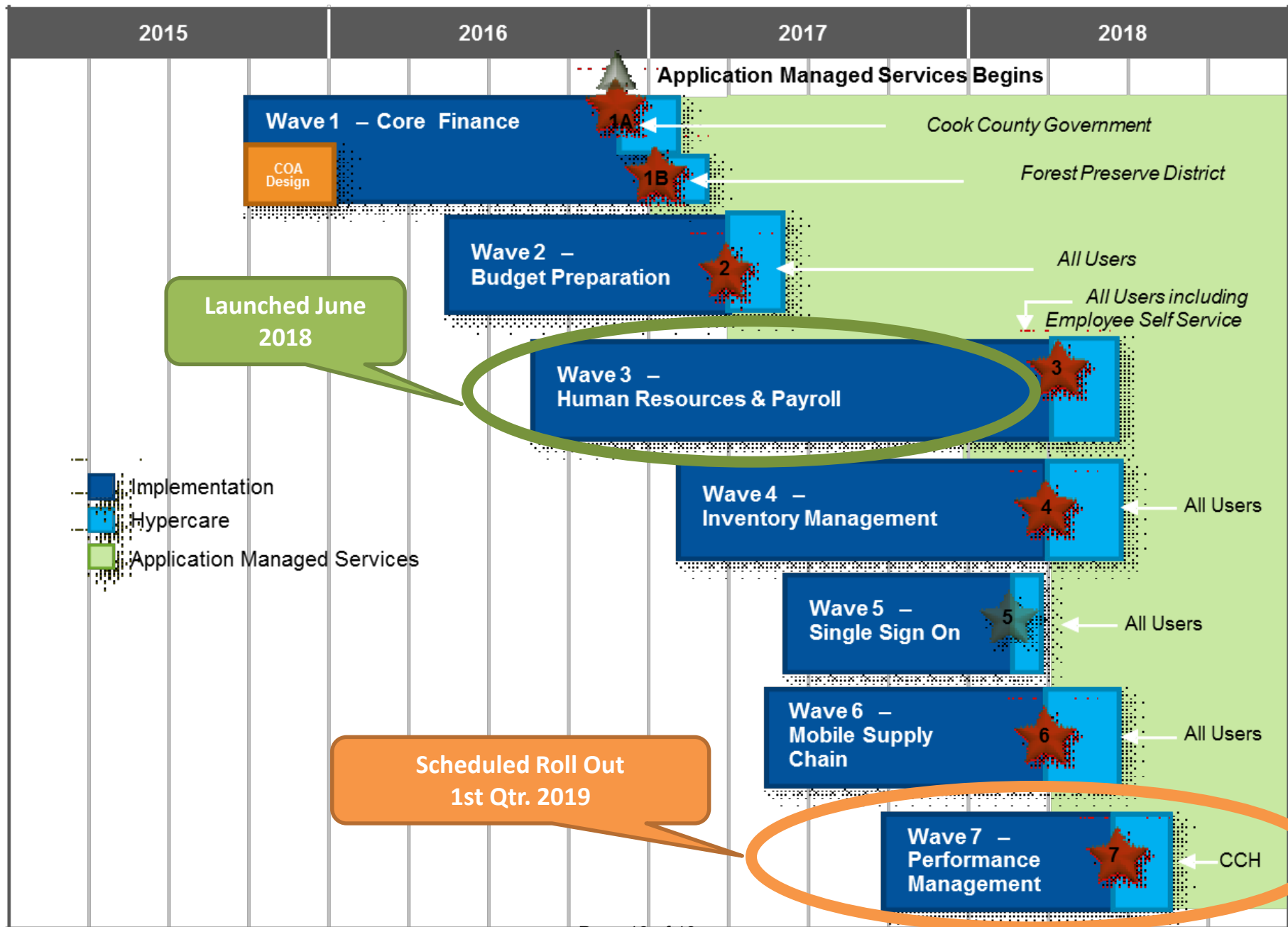
3.3 (b) Leverage other information technology initiatives such as Countywide Enterprise Resource Planning (ERP) implementation.

- Learning Management System (LMS)

Task Description		Task Status
The following departments now use the LMS as a one stop depository for registering, tracking training completion and evaluating training opportunities:		On going
<ul style="list-style-type: none">-Cook County Department of Public Health-Corporate Compliance & Privacy-Employment Plan Office-CFO's Departments-General Counsel-Human Resources-Nursing Education		
<ul style="list-style-type: none">-Life Safety-Medical Education-Patient Experience (Quality)-Patient Safety (Quality)-Physician Leaders-Public Safety & Security		

- For an example, Public Safety & Security is offering “Active Shooter Training” in the LMS for purposes of tracking attendance.





Impact 2020 – CCH HR Strategies

Focus Area 4: Invest in Resources

Principals Impacted:



Provide High Quality, Safe Care



Develop the Workforce

Objective

4.2 – Recruit, hire and retain the best employees, who are committed to the CCH mission

Highlighted Tactic	Measurements/Milestones	Goal	Status
4.2 (d) Perform annual performance evaluations.	Implement online annual performance evaluations.	FY 2018	2 nd QTR 2018 Goal



Impact 2020 – CCH HR Strategies

4.2 (d) Perform annual performance evaluations.

- Implement online annual performance evaluations.

Task Description	Task Status
Identify required components of a standardized annual performance evaluation: -Global Management Workbook -Profile Management Workbook	Completed
Performance Management Configuration: April 2018 thru August 2018 -Conducted a demonstration using CCH requirements to leadership.	Completed
Go-Live Soft Launch: -Pilot to Pharmacy Division: September 2018 -Training 500+ Leaders throughout Cook County Health -Revise Performance Management Policy	1 st Qtr. 2019
Full System Launch Organization Wide: -Provide instructions to users on the online automated performance evaluations -Train workforce	4 th Qtr. 2018 thru 1 st Qtr. 2019



Final Deliverable:
On-line Performance Evaluations

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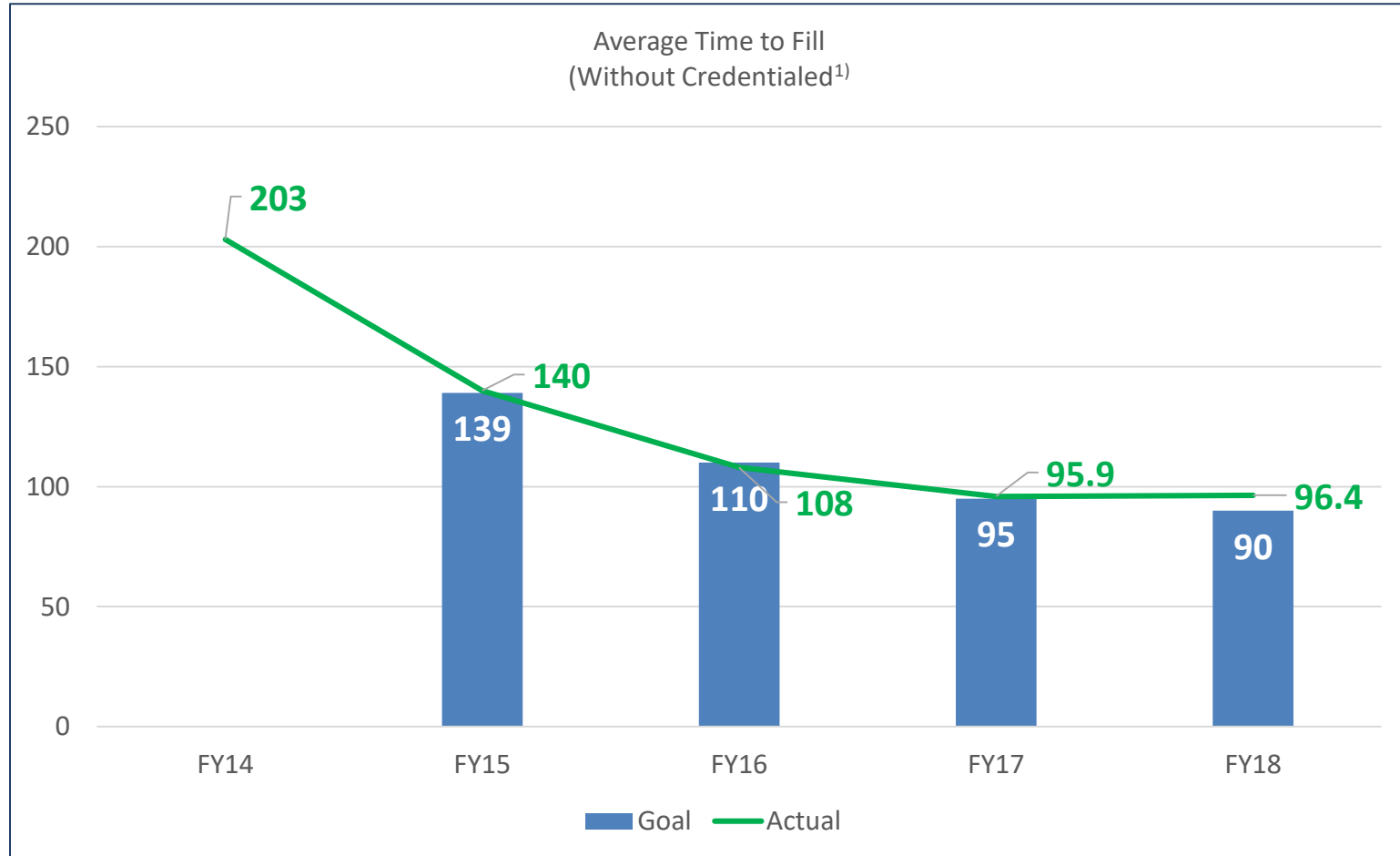
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METRICS

Impact 2020 – CCH 2018 HR Strategies*

Improve/Reduce Average Time to Hire*



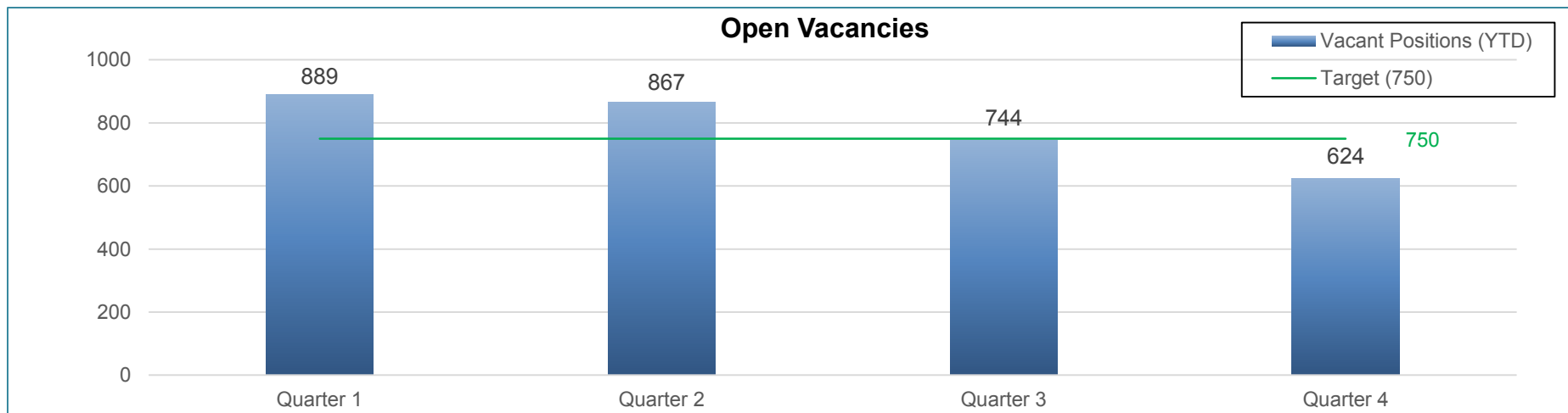
¹Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.



CCH HR Activity Report - Open Vacancies

Our goal is to maintain our total vacancies equal to or below 750.

Description	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	
Vacancy Number:	836	899	901	889	896	877	867	879	794	744	713	686	624
Add Separations:	91	32	30	42	29	27	38	21	30	29	16	29	414
Less External Vacancies Filled/Selection:	28	30	42	35	48	37	26	41	37	46	43	87	500
Less Deleted:	0	0	0	0	0	0	0	65	43	14	0	4	126
FY18 TOTAL:	899	901	889	896	877	867	879	794	744	713	686	624	86 Net New



FY17: Thru 11/30/2017 Separations (445) & External Hires (535) = 90 Net New

FY18: Thru 11/30/2018 Separations (414) & External Hires (500) = 86 Net New

*Budget Changes: 126 FY18 positions were deleted.



CCH HR Activity Report – Hiring Snapshot

Thru 11/30/ 2018

783 Positions in process

Clinical Positions – 518 / 66%
Non-Clinical Positions – 265 / 34%

FY18 – 664 / 85%
FY19 – 119 / 15 %

